



CEO Performance Review Committee

AGENDA & REPORTS

for the meeting

Tuesday, 27 September 2022
at 2.00 pm

in the Colonel Light Room, Adelaide Town Hall

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Membership	The Lord Mayor The Deputy Lord Mayor 1 Council Member 2 External Independent Members
Quorum	3
Presiding Member	The Right Honourable the Lord Mayor [Sandy Verschoor]
Deputy Presiding Member	Deputy Lord Mayor, Councillor Abrahamzadeh
Council Member	Councillor Couros
Independent Member	Jeff Tate

1. Acknowledgement of Country

At the opening of the CEO Performance Review Committee Meeting, the Chair will state:

‘Council acknowledges that we are meeting on traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.’

2. Apologies and Leave of Absence

Nil

3. Confirmation of Minutes

That the Minutes of the meeting of the CEO Performance Review Committee held on 16 June 2022, be taken as read and be confirmed as an accurate record of proceedings.

4. Items for Consideration and Determination

for topics addressing the Performance Review, Performance Development and Support, Total Employment Cost Package Review & Conduct of Meetings function within delegation and Terms of Reference determined 9 November 2021

4.1 CEO Strategic Priorities and Organisational Scorecard update

3 - 17

5. Closure

CEO Strategic Priorities and Organisational Scorecard update

Tuesday, 27 September 2022
CEO Performance Review
Committee

Strategic Alignment - Enabling Priorities

Program Contact:
Bree Goodchild, Manager
Strategy, Insights & Performance

Public

Approving Officer:
Amanda McIlroy - Chief
Operating Officer

EXECUTIVE SUMMARY

At its meeting on 30 November 2021, the CEO Performance Review Committee (CEOPRC) adopted the scorecard and a suite of strategic priorities as performance measures for the Chief Executive Officer (CEO) to achieve within twelve months, from September 2021 to September 2022.

At the request of the CEOPRC the strategic priorities were subsequently revised slightly at the meeting on 3 March 2022 to improve clarity of outcomes and measures.

At its meeting on 16 June 2022, the CEOPRC received and considered a progress report on the delivery of the CEO Scorecard and Strategic Priorities. The committee provided positive feedback on the progress of these items.

As at the end of August 2022, the performance against and achievement of the Strategic Priorities and CEO Scorecard items were measured. In accordance with the Local Government Elections Act and Council's Caretaker Policy, 'designated decisions' cannot be made during the caretaker period, which began on 6 September 2022.

Therefore this report cannot seek a decision in relation to the CEO's employment or remuneration. The information contained within this report is provided to the CEOPRC to receive only, and provides a record of the CEO's achievements as at 31 August 2022.

RECOMMENDATION

That the CEO Performance Review Committee:

1. Receives the measures in the scorecard as provided in Attachment A to Item 4.1 on the Agenda for the meeting of the CEO Performance Review Committee held on 27 September 2022.
 2. Receives the measures in the strategic priorities as provided in Attachment B to Item 4.1 on the Agenda for the meeting of the CEO Performance Review Committee held on 27 September 2022.
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IMPLICATIONS AND FINANCIALS

CEO Contract	Achievement of agreed performance measures is required as part of the CEO employment agreement contract.
Consultation	Key staff with responsibility for organisation scorecard and strategic priorities measures, including Executive, the Senior Leadership Team and the CEO, have been consulted in the preparation of this report.
22/23 Budget Allocation	Not as a result of this report

DISCUSSION

1. In accordance with the Local Government Elections Act and Councils Caretaker Policy ‘designated decisions’ cannot be made during the caretaker period, which began on 6 September 2022. Therefore this Report cannot seek a decision in relation to the CEO’s employment or remuneration. The information contained within this information is provided to the CEOPRC to receive as information and provide a record of achievement as at 31 August 2022.
 - 1.1. To confirm the approach undertaken during the caretaker period is appropriate and complies with the relevant legislation, external legal advice has been provided to the Presiding Member.
2. At the commencement of the CEO’s tenure in the position in September 2021, the CEO and the CEOPRC agreed on the implementation of a scorecard and 19 strategic priorities to support the delivery of outcomes for the organisation and community. In delivering the CEO scorecard, consideration was given to the following:
 - 2.1. The priorities contained within the Council’s Strategic Plan 2020-2024
 - 2.2. The Business Plan and Budget for 2021-2022
 - 2.3. Responsibilities outlined in the CEO’s position description
 - 2.4. Areas that Council or community has raised or identified in addition to the strategies and plans
 - 2.5. Areas of risk or opportunity
3. The scorecard provides measures and a baseline to determine performance against key organisational priorities and commitments relating to organisational, service and employee performance culture. The scorecard is structured around the organisations four pillars of Effective Organisation, Customer Centricity, Engaged Workforce and Financial Sustainability.
4. The strategic priorities were established to support the CEO in driving the vision of the organisation, complementary to Council’s Strategic Plan and Annual Business Plan objectives.
5. Progress against the scorecard and strategic priorities is measured from September 2021 to September 2022. Where progress is measured over a different timeframe, this is made clear.
6. As of 31 August 2022, the key highlights as a result of delivering of the scorecard include (but are not limited to):
 - 6.1. Significant improvement in the completion of Internal Audit Recommendations from the original baseline of 50%
 - 6.2. A sustained high rating from the employee culture survey above 4 out of 5
 - 6.3. A high participation rate from staff in Performance Development Conversations (at 89.7%, which is almost 10% above expected rates of participation)

- 6.4. Financial indicators achieved in line with targets, resulting in the first actual surplus in 5 years.
- 6.5. A higher than anticipated completion of the Work In Progress (WIP) within 10 weeks of completion (83% as of 31 August 2022)
- 6.6. A sustained high rating from the Voice of Customer feedback (an average of 3.7 out of 5)
- 6.7. Improvement to the management of customer correspondence in TRIM, with opportunity to further improve this item, with ongoing monitoring by the senior management team.
7. As of 31 August 2022, the key highlights as a result of delivering the strategic priorities include (but are not limited to):
 - 7.1. More service reviews undertaken than set as a target, resulting in additional service efficiencies for our community.
 - 7.2. Achievement of \$82.4M contribution from State Government towards the future of the Aquatic Centre through effective partnership and advocacy.
 - 7.3. Operational efficiencies achieved through the endorsement of a Business Case Framework, City of Adelaide Brand, the Employer Brand and endorsement of the business case for the Customer Relationship Management System.
 - 7.4. Improvements to the management of relationships and perception of the City of Adelaide through the development of a CEO Stakeholder Management Plan.
 - 7.5. Improved financial sustainability through the identification of new revenue streams and sale of underperforming assets and attainment of a surplus.
 - 7.6. City Deal deliverables include the launch of a new high speed Wi-Fi service ADLFree in partnership by TPG Telecom, City Safe CCTV upgrades are underway and on track, and a site has been proposed for the Experience Adelaide Visitor Information Centre.
8. At its June 2022 meeting, the CEOPRC provided positive feedback on the achievements of the scorecard and strategic priorities thus far and commended the CEO on the implementation of such a transparent and accountable method of demonstrating and sharing achievements, particularly given the reports and meetings are conducted in public.
9. The CEOPRC also noted that some of the target measures seemed ambitious for a first year of contract and suggested that some are modified (such as the Internal Audit and TRIM measures) to 70% with increases of 10% for each year of the contract. The CEO confirmed her decision to include significantly higher targets reflected her desire and expectation to drive change in performance and excellence in outcomes.
10. **Attachment A** contains the Scorecard details and **Attachment B** provides the Strategic Priorities.

Committee Governance and Next Actions

11. The CEOPRC will receive a self-assessment review and verbal update from the CEO during the meeting.
12. A response to the assessment of the CEO's performance and determination/recommendation on any impacts to remuneration or future scorecards, priorities or performance and development targets for the CEO, will be done in 2023 with a CEOPRC established by the new Council.
13. The 360-degree review of the CEO commenced in June 2022 and was facilitated through specialist consultant, David Romano. Outcomes of the 360-degree process will be shared by the CEO at the meeting on 27 September 2022. The 360-degree process is intended to inform the CEO's leadership and development opportunities as well as remuneration and is not tied to any performance measures.

DATA AND SUPPORTING INFORMATION

Nil

ATTACHMENTS


Attachment A – Organisation Scorecard as at 31 August 2022



Attachment B – Strategic Priorities as at 31 August 2022

- END OF REPORT -

Organisation Scorecard

Sept 2021 - 2022






MEASURE	SEPT 2021 BASELINE	END OF REPORTING YEAR POSITION	STATUS
EFFECTIVE ORGANISATION			
80% of strategic annual objectives via the Business Plan & Budget (BP&B) are achieved	<p>This reporting period crosses two BP&B years.</p> <p>There are 15 Strategic Annual Objectives in the 2020-21 BP&B and 14 for 2021-22 aligned to the Strategic Plan.</p>	<p>The 2020-21 BP&B reported 15 Strategic Annual Objectives, of which 14 were completed at the end of 2020-21 (93%).</p> <p>The Key Activity which has not commenced is:</p> <ul style="list-style-type: none"> ► Delivery of feasibility assessments and design work for a River Torrens Wetlands and Urban Nature Space. <p>The 2021-22 BP&B reported 14 Strategic Annual Objectives (nine new and five continuing). As at 31 August 2022, 13 priorities were ongoing, and one had commenced.</p> <p>The priority that had commenced was:</p> <ul style="list-style-type: none"> ► Partner with Green Adelaide to enhance biodiversity in the Park Lands, provide events and activities, and develop interpretative materials and trails that connect our community to nature. 	 <p>ACHIEVED</p>




MEASURE	SEPT 2021 BASELINE	END OF REPORTING YEAR POSITION	STATUS
<p>>90% of internal audit recommendations are closed on time</p> <p>COMMITTEE MODIFICATION: At its June 2022 Meeting, the CEO Performance Review Committee requested that target be modified to 70% for the first year of contract, increasing by 10% annually for the remainder of the employment agreement</p>	<p>Continue to improve transparency with the Strategic Risk and Internal Audit Group (SRIA) and the organisation to ensure relevant timeframes are met, with the CEO able to approve requested extensions.</p> <p>The baseline as of September 2021 was 50%</p>	<p>99% were not overdue</p> <p>There has been a focused effort on closing out agreed actions arising from internal audits undertaken. Any extension to the timeline for completion of an action item requires CEO approval. All action items, and their completion, are monitored by SRIA (Strategic Risk and Internal Audit Committee) and Audit and Risk Committee (ARC).</p> <p>From 1 September 2021 to 31 August 2022, the total number of recommendations was 120. Of these, 83 were closed, 37 were open with one overdue.</p>	 ACHIEVED
<p>Overall satisfaction with delivery of Council services >70%</p>	<p>Resident and Business surveys from 2021 hold the baseline data.</p> <p>Baseline City User Profile (CUP Survey) data showed the following in relation to satisfaction with the delivery of Council services:</p> <ul style="list-style-type: none"> ▶ 66% indicated they were somewhat satisfied or extremely satisfied ▶ 28% of respondents were neither satisfied nor dissatisfied. 	<p>According to the results of the CUP Survey conducted in April to June 2022, overall satisfaction with Council services was 73%. This represents a 7% improvement from the 2021 results.</p> <p>23% of the respondents were neither satisfied nor dissatisfied, an improvement of 5% compared to 2021.</p> <p>Data collection for the 2022 Resident Survey will take place from August to September 2022.</p>	 ACHIEVED



CUSTOMER CENTRIC

<p>Customer Commitment statements in the Culture Survey achieve a rating of 4 or higher</p>	<p>According to the Culture Survey results, our overall customer commitment score was 4.1.</p> <p>Specifically, this score was determined from scores being received from the following statements in the survey:</p> <ul style="list-style-type: none"> ▶ My team know who our customers are and what they need - 4.2 ▶ My peers work in line with our Values - 4.0 ▶ My team is encouraged to make changes that will contribute to our financial sustainability - 3.8 ▶ My team looks for better ways to do things that will improve the experience of our customers - 4.0 ▶ I work in line with our Values - 4.4 	<p>Overall, the customer commitment statements average 4 or over.</p> <p>The 2022 Culture Survey results recorded an average Customer Commitment score of 4.1 out of 5. Specifically, this score was determined from the following statements in the survey:</p> <ul style="list-style-type: none"> ▶ My team know who our customers are and what they need - 4.2 ▶ My peers work in line with our Values - 4.0 ▶ My team is encouraged to make changes that will contribute to our financial sustainability - 3.6 ▶ My team looks for better ways to do things that will improve the experience of our customers - 4.0 ▶ I work in line with our Values - 4.4 <p>The Wider Leadership Team have met to prioritise focus areas and results are starting to be shared with teams.</p>	 ACHIEVED
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MEASURE	SEPT 2021 BASELINE	END OF REPORTING YEAR POSITION	STATUS
80% of Decisions and CEO Undertakings closed out within 12 months	Work underway to develop a definition and baseline for this measure.	100% of Decisions and CEO Undertakings were closed out within the 12 month period.	 ACHIEVED
90% of TRIM correspondence actioned on time	As this was a new measure provided by the CEOPDC, baseline data was not available. The measure was refined throughout the year to be assessing incoming customer correspondence only.	For the month of August 2022, 80% of TRIM correspondence was actioned on time. Of the correspondence that was late as at 31 August 2022, half had been closed within two days of the due date.	 PRIORITY FOR FURTHER ACTION
Customer experience through Voice of Customer Surveys achieves a rating of 3.5 or higher	External survey - the Voice of Customer (VoC) surveys are based on Customer Centre interactions, Events, City Permit or Development Assessment.	Data for the Voice of Customer Survey for July/August showed a rating of 3.7 for overall satisfaction.	 ACHIEVED
ENGAGED WORKFORCE			
Participation in Performance and Development conversations process > 80%	PDC dashboard updated weekly (more frequently during key times).	As at 31 August 2022, overall participation in the PDC process was 89.7%	 ACHIEVED
Participation in and completion of Mandatory Training 100%	Information derived from the Training system. Figures based on completion of the following mandatory training modules: ▶ Be Security Smart (including refresher training) ▶ Disability, Access & Inclusion Awareness ▶ Good Governance ▶ Records Management Training ▶ Safety & Wellbeing at CoA ▶ WH&S Fundamentals (excluded as it only applies to temps and volunteers) ▶ PCI Awareness & Credit Card Fraud ▶ Online Leader Induction ▶ Online Leader Induction Course ▶ Online Employee Induction Course	Participation in mandatory training modules is at 95% as at 5 September 2022.	 PRIORITY FOR FURTHER ACTION




MEASURE	SEPT 2021 BASELINE	END OF REPORTING YEAR POSITION	STATUS
Culture Survey achieves a rating of 4 or higher for Wellbeing and Safety statements	<p>For the Wellbeing and Safety statements in the 2021 Culture Survey, the score was 4.1 overall.</p> <p>Specifically, the following ratings were achieved for the following statements surveyed:</p> <ul style="list-style-type: none"> ▶ The flexibility I have access to is helpful - 4.0 ▶ I am supported to prioritise safety and wellbeing - 4.1 ▶ I am proud to work for City of Adelaide - 3.8 ▶ I feel comfortable to speak up in my team - 4.2 ▶ I have regular conversations with my leader - 4.1 ▶ I can effectively manage my thoughts, feelings, and behaviours at work - 4.1 	<p>The 2022 Culture Survey Wellbeing and Safety statements recorded an overall average score of 4.1 which is above the measure.</p> <p>Specifically, the six statements that make up the average Wellbeing and safety score, achieved the following ratings:</p> <ul style="list-style-type: none"> ▶ The flexibility I have access to is helpful - 4.1 ▶ I am supported to prioritise safety and wellbeing - 4.1 ▶ I am proud to work for City of Adelaide - 3.9 ▶ I feel comfortable to speak up in my team - 4.2 ▶ I have regular conversations with my leader - 4.1 ▶ I can effectively manage my thoughts, feelings, and behaviours at work - 4.1 	 ACHIEVED
People Commitment Statements achieve a rating of 4 or higher in the Culture Survey	<p>The 2021 Culture Survey baseline scores are:</p> <ul style="list-style-type: none"> ▶ An environment where our people thrive - 4.0 ▶ Leadership helping us to reach our potential - 4.0 ▶ Learning and Growing with our city and community - 3.9 	<p>The 2022 Culture Survey People Commitment statements recorded an overall average score of 4, addressing this measure.</p> <p>The three statements that make up the average People Commitment Statements score, achieved the following ratings:</p> <ul style="list-style-type: none"> ▶ An environment where our people thrive - 4.1 ▶ Leadership helping us to reach our potential - 4.0 ▶ Learning and Growing with our city and community - 3.9 	 ACHIEVED
FINANCIALLY SUSTAINABLE			
Year to Date Financial Indicators are in line with annual targets	<p>Actuals are in the LTFFP. Previously reported quarterly, however was adjusted to only be included when there were material changes. Reconsideration of inclusion of actuals against projections may be provided.</p>	<p>Operating surplus is projected at 0% and falls within ratio targets.</p> <p>Net Financial Liabilities are within the target at 23%.</p> <p>Borrowings are within prudential limits at \$8.2 million (14% of prudential limit)</p> <p>Cash flow from operations is above the 100% target at 108%.</p> <p>The original Asset Sustainability Ratio (ASR) was set at 60%. As at 30 June, the ASR is project to be at 48%.</p> <p>Council received information at its Business Plan and Budget workshops on the challenging market conditions arising from COVID-19 and the impact this has had on Council's ability to deliver its projected capital program. Where possible, decisions have been made to defer projects to a time</p>	 ACHIEVED




MEASURE	SEPT 2021 BASELINE	END OF REPORTING YEAR POSITION	STATUS
		where project costings are more reasonable and represent better value for money for the community.	
Committed Capital Works Projects & Asset Renewal programs delivered on time and on budget	Capital report to provide to council quarterly Capitalised projects within 10 weeks practical completion – 70%	<p>Quarterly Capital Status report has been provided to Council outlining how projects are being delivered against budget, and any budget amendments. Information is available to responsible staff via live dashboards.</p> <p>172 projects reached practical completion for the last financial year. As at 31 August 2022, 83% were completed within the 10 weeks of practical completion and were processed to meet the KPI.</p> <p>Eight projects that reached practical completion last year are still in various stages of capitalisation. If all pending projects are not processed by 9 September 2022, the annual KPI will fall to 80%, still meeting the KPI.</p>	 ACHIEVED
Deliver \$4.7m efficiency gain	Projected and actuals are provided in the quarterly finance reports	As reported in the 2021/22 Quarterly Business Update Q3 Report to Council, the budget review delivered a \$4.75m efficiency gain	 ACHIEVED



Strategic Priorities Sept 2021 - 2022

PRIORITY	END OF REPORTING YEAR POSITION	STATUS
1. Demonstrate value for money in what we deliver across our services		
1.1. Undertake service reviews in 2 areas and identify opportunities for efficiency and improved service	<p>This priority has been achieved with three service reviews undertaken.</p> <p>An internal audit of the Procurement function was completed and presented to Executive on 5 May 2022. The implementation of actions associated with the review has commenced and will be monitored for achievement of outcomes. Several Internal Audits have resulted in the implementation of service efficiencies and improvements such as Fleet Management and Fuel Cards, Payroll and Remuneration, and compliance with the Payment Card Industry Data Security Standard.</p> <p>A Security review was undertaken, and three organisational security models were recommended to Executive with opportunities for efficiency and better service. The service has moved into Corporate Services with ongoing qualitative and quantitative benefits including incorporating Council's emergency management response. A review of Rundle Mall's contracted security services has identified an opportunity for achieving significant annual efficiencies. Changes have been made to the security services contract, which was executed 9 August 2022. The new arrangements are now in place, delivering resource efficiencies while maintaining the same level of service. Rundle Mall security staff have also been relocated to the City Library to provide library staff with a greater sense of safety in response to feedback received from the Culture Survey.</p> <p>A trial of technology enabled vehicles that monitor parking across the city has resulted in the implementation of this technology as part of the ongoing service.</p>	<div style="text-align: center;">  ACHIEVED </div>

<p>1.2. Ensure Asset Management Plans deliver value for money, now and in the long term</p>	<p>All six asset management plans will be reviewed and updated over the next two years. The principles for the Transport Asset Management Plan were endorsed by Council in June 2022 and the principles for the Urban Element Asset Management Plan were endorsed by Council in August 2022. Buildings and Park Lands and Open Space will be delivered by June 2023, and Electrical and Lighting and Stormwater by March 2024.</p> <p>Review of asset data and financial revaluation is underway for several asset classes. Transportation Levels of Service was endorsed by Council in June 2022. This will be reflected in the revised Asset Management Plans and annual review of proposed works program. Determining the levels of service enables a more accurate assessment of value for money with regards to the cost of the life of an asset and the ability to balance the intergenerational financial impact.</p>	 ACHIEVED
<p>1.3. Undertake a review of the Procurement function to identify opportunities to improve commercial outcomes</p>	<p>A Procurement Audit was completed and presented to Executive on 5 May 2022 and Executive endorsed the recommendations in July 2022. The final recommendations were considered by Strategic Risk and Internal Audit Group in July 2022 and presented to the Audit and Risk Committee in August 2022.</p> <p>Work on implementation of the recommendations is underway and will be addressed in high value order including the potential to outsource complex procurements to support value for money and social procurement outcomes.</p>	 ACHIEVED
<p>2. Build partnerships to enable new opportunities</p>		
<p>2.1. Progress the City Deal initiatives in line with established plans (Visitor Centre, Wi-Fi, and CCTV) and define the City Deal 2.0</p>	<p>The City Deal initiatives have been progressed in line with established plans. City Safe CCTV upgrades are underway and on track.</p> <p>A workshop was held with Council Members on the Experience Adelaide Visitor Centre including a proposal to co-locate with the State Library of South Australia. Requests for proposals for the centre design incorporating an immersive experience and mobile/digital platforms have been out to market and closed mid-August 2022 are being assessed and a probity advisor has also been engaged in the process. Subject to the outcomes of the assessment, a select tender process may be undertaken.</p> <p>The Adelaide Free Wi-Fi implementation is underway. Several access points have already been deployed across the city however roll out is currently running two months behind schedule.</p> <p>Work on defining City Deal 2.0 will continue once key contacts in the State and Federal Government has been confirmed. The focus for Council is to ensure that capital cities remain the front and centre for funding opportunities, following the change in the State and Federal Governments.</p>	 ACHIEVED

<p>2.2. Advance residential growth - in the CBD and North Adelaide through delivery of the Strategic Property Review and AEDA's residential growth Action Plan</p>	<p>The Strategic Property review and Action Plan has been endorsed by Council, and regular updates are provided to Council on completed and planned actions for that period. The current focus has been on the release of the Expression of Interests for the Bus Station site and acquisition and disposal of Land and Asset Policy.</p> <p>A Residential Growth Action Plan was endorsed by Council in May 2022. The action plan consists of 25 actions under six focus areas. Council adopted a Homelessness, Social Housing and Housing Affordability Policy on 10 May 2022. An assessment matrix was implemented to consider rating concessions, deferred payment arrangements or financial support programs for selected residential developments as a part of the Rate Rebate Policy adopted by Council on 9 August 2022, completing two key actions.</p> <p>Work to develop a City Plan has commenced including a presentation to Council on 19 April 2022 and a Council report presented on emerging themes for engagement on 9 August 2022. Engagement activity is being planned into accordance with Council's caretaker policy.</p> <p>A presentation on residential growth was provided to the Capital City Committee and policy meetings too. In July 2022 outlining research undertaken to date, Council's current investment in residential development, and opportunities for the State Government to support/stimulate residential growth in the city. We will develop a roadmap to achieve tangible outcomes.</p>	 ACHIEVED
<p>2.3. Work with Council to resolve the future for the Aquatic Centre</p>	<p>The State Government has committed \$80 million to build a new Adelaide Aquatic Centre to be completed by March 2026 and operated by State Government and announced. Consultation regarding the community's preferred location for the new facility has concluded and feedback is being reviewed by a Community Reference group established by the Department for Infrastructure and Transport.</p>	 ACHIEVED
<p>2.4. Progress to establish the Adelaide Park Lands Foundation</p>	<p>On 12 July 2022 Council approved the establishment of an Adelaide Park Lands Foundation, that meets the requirements of a Deductible Gift Recipient.</p> <p>Work to establish the Foundation commenced in 2022/2023 by progressing investigations into the steps involved to establish a charitable foundation. The process to submit an application will take approximately 12 months.</p>	 ACHIEVED

2.5. Build and maintain relationships with city stakeholders with a stakeholder management plan

The CEO continues to build and foster strong relationships and partnerships with key city stakeholders. These are established across government, corporate and not-for-profit sectors and are managed through formal and informal opportunities.

Development of a CEO Stakeholder Management Framework commenced. It addresses the findings and recommendations of the Stakeholder Management Framework Internal Audit Report completed in 2018 and builds on work undertaken previously. Executive adopted the guiding principles and outcomes for a CEO Strategic Stakeholder Management Plan on 25 August 2022 to guide the ongoing delivery of this priority. This plan outlines an approach for partnerships and provides a roadmap for the rest of the organisation to strategically engage with key stakeholders going forward.

The Adelaide Economic Development Agency (AEDA) launched its Strategic Partnership Program on 18 July 2022. The Strategic Partnership Program aims to fund proposals that substantially increase economic activity by:

- Increasing the number of people working and living in the city including students.
- Supporting existing businesses to grow and attracting new firms.
- Leveraging investment in the city's innovation assets to drive greater economic benefit for the CBD.
- Positioning Adelaide as a world class events city.
- Driving tourism initiatives that attract regional, national, and international visitors.
- Enhancing the value proposition of Adelaide as a destination to work, invest, live, study and visit.

A report was presented to Council on current partnerships with other South Australian councils. The report indicates that there are at least 25 current connections, shared memberships, and partnerships that CoA is a part of. It also identifies areas of further opportunities to work with nearby Councils.



ACHIEVED

3. Ensure there is a consistent culture across the organisation

3.1. Deliver the business case for an organisational wide CRM system

Chamonix engaged with a wide cross section of CoA stakeholders and a CRM implementation roadmap was delivered. The roadmap identifies projects and work packages which will then be costed and scheduled with delivery estimated within 150 days

Chamonix has completed their initial discovery phase of the CRM project with a draft business case presented to Executive and endorsed. Planning for Stages 2 and 3 activities to commence by October 2022.



ACHIEVED

3.2. Establish and communicate the City of Adelaide employer brand

Branded Culture were engaged to assist and facilitate the development of the CoA Brand. This work will be incorporated into the CoA employer brand to ensure we attract, recruit and retain the best people.

Workshops with a wide range of staff across the organisation were held to determine the future focus of the brand, with a vision to 2025. Executive discussed the findings of the workshop and endorsed the brand on 24 June 2022.

Further workshops with employees and Executive were held in July to brief workshop participants on the CoA Brand outcomes and workshop the CoA Employer Brand. The findings were collated by Branded Culture and presented back to Executive and endorsed on 26 August 2022.



ACHIEVED



3.3. Develop and implement a workforce strategy

Work is currently being undertaken to develop a workforce strategy and will link to the CoA brand and values work referred to in Strategic Priority 3.2. The strategy has been aligned to take on elements of the employer brand to ensure consistency in our approach.

The project team have progressed a draft strategy and action plan and have consulted and gathered feedback from the Senior Leadership Team. Individual meetings with Directors have also taken place where the workforce strategy and employer brand expectations were discussed. The Workforce Strategy was shared with Executive on 26 August 2022. Based on Executive feedback, the People team are making further refinements to the Workforce Strategy, including the development of an implementation plan.



ACHIEVED
AND
ONGOING

4. Robust financial management

4.1. Improve the process for developing business cases to ensure all options are canvassed, and a thorough analysis of benefits and costs undertaken

Discussions have been conducted with Executive, the Senior Leadership Team and key staff in relation to developing the Business Case Framework with plans to:

- Develop principles, expectations and standards around the need for business cases.
- Identify gaps in capability and ensure staff have the required skills to develop business cases.
- Integrate the process into the Project Management System to ensure consistency with a framework.

The draft Business Case Framework was considered by Executive for endorsement in late July and was endorsed in August 2022.

External advice and training will be provided to the Senior Leadership Team to support the implementation and effective management of new ideas and opportunities via the Business Case Process.

A pilot business case was developed to support the Mini Golf feasibility study.



ACHIEVED

4.2. Identify a minimum of 2 new revenue streams





The Digital Advertising tender was completed, and contract award approved by Council on 12 July 2022. Contract execution was completed in July 2022 with rollout of the project over the proceeding 6 to 12 months. Revenue increases will be forecast in FY22/23 and budget updated for FY23/24 and beyond.

The business case is in development for a Nursery and Bio-Organics service and was/is in the market for a feasibility assessment (estimated completion December 2022). Quote of scope of works has been received from a consultant and work will proceed based on consultant availability, which is likely to be October.

The Mini Golf Feasibility Study was completed and discussed with Executive with further investigation of a business case to be conducted. Kadaltilla report also completed in May 2022 with in principle support for the project secured. Kurna consultation has been initiated and will inform the business case.



ACHIEVED

<p>4.3. Identify 2 underperforming city shaping sites to bring to market</p>	<p>Two underperforming assets were sold.</p> <p>211 Pirie Street was sold to Next DC. On-site investigation works commenced and pre-lodgement planning process underway for a defence standard data centre and innovation hub.</p> <p>Former Bus Station site Expression of Interest (EOI) launched to market and supported by an extensive marketing campaign. EOI closed 8 July, evaluation completed, and a report was presented to Council for consideration 9 August 2022. EOI submissions were received and assessed with shortlisted proponents to progress to a Stage Two EOI process.</p> <p>Council is progressing the staged sale of the Whitmore Square apartments with 14 apartments sold or under contract. The remainder of the apartments will be sold in the 2022/23 financial year.</p>	 ACHIEVED
<p>4.4. Develop and implement Future Fund Investment policy</p>	<p>Implementation of the Future Fund Investment policy continues, following adoption by Council on 27 January 2022.</p> <p>The Future Fund Investment Policy was applied to the development of the business case for Mini Golf. As per the Long-Term Financial Plan, the fund held \$21 million as at 30 June 2022 and is anticipated to be at \$25 million by June 2023.</p>	 ACHIEVED
<p>5. Support the elected body in effective governance for the City of Adelaide</p>		
<p>5.1. Continue to streamline the responses to Council Member enquiries i.e., responding in a timely manner to CEO undertakings and requests via the SRS system</p>	<p>Executive review all outstanding CEO Undertakings at their first meeting of each month, to ensure that CEO Undertakings are responded to in a timely manner.</p> <p>Further opportunities to better use data reports, align Council Member requests to services and functions and develop an interactive dashboard are currently being explored.</p> <p>Weekly updates on the status of Elected Member requests are provided to Executive Assistants. The update provides a summary of the requests that are new, closed, pending or open. It also provides an indication of how long it took to close off a Council Member request. An updated service management system is currently being tested with plans to transition the current system to the new platform in preparation for the new term of council.</p> <p>An Operating Guideline is being developed to provide guidance on responsibilities, timelines, and reporting requirements in relation to Council decisions and CEO Undertakings.</p>	 ACHIEVED
<p>5.2. Improve transparency to enable sound decision making i.e., aim for majority of reports to be discussed in public</p>	<p>The Executive Report Review process and adherence to legislation and Management of Confidential Information Operating Guideline helps to ensure that reports are presented in public wherever possible. A rigorous process is in place to test whether a report that is listed as confidential can be discussed in public. The Administrative Procedures relating to the management of confidential items is being revised.</p> <p>To improve financial transparency, the capital works, subsidiary progress updates, financial reports and commercial reports were consolidated into one report for greater clarity and ease of understanding. In addition, financial reporting, procurement contracts and Board appointments have been recently included in the public agenda. As a result, the number of times that confidentiality provisions have been used has decreased over the past two years.</p>	 ACHIEVED

5.3. Review the *City of Adelaide Act 1998* to identify opportunities for legislative change

A review of the City of Adelaide legislation has occurred and opportunities for legislative change have been identified and documented.

The Lord Mayor has commenced discussions with a number of State Government Ministers including the Premier, Attorney-General and the Minister responsible for the *City of Adelaide Act*.



ACHIEVED

5.4. Investigate the opportunity for Kaurna representation on Council

Meetings were held with the Reconciliation Officer, Governance and Uncle Ivan-Tiwu Copley in April 2022 to identify indigenous organisations within the city. We are actively engaging these businesses to ensure they are on the City of Adelaide voters' roll. This is an important link with the legislative reform of the *City of Adelaide Act 1998* (as provided in Strategic Priority 5.3) and further supports Kaurna representation on Council.

Governance has proactively contacted 15 indigenous organisations to provide support about the upcoming election. Three of these organisations were added to the council's voters' roll.

The Lord Mayor has been in discussion with the relevant stakeholders, including the Attorney-General in his capacity as Minister for Aboriginal Affairs.



ACHIEVED